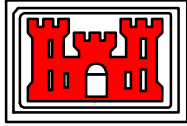


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NWS OPLAN UPDATE

18 November 1997



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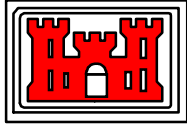
REVOLUTIONIZE EFFECTIVENESS INITIATIVE: ARMY COMMUNITIES OF EXCELLENCE

DESCRIPTION AND INTENT:

- Tool for focusing continuous improvement efforts, using APIC.
- Intent is to assess and make improvements in key business processes affecting customer service and satisfaction.

ASSESSMENT:

- Accomplished FY 95 and 96 assessments and applications.
- Received DA site visits, feedback, and awards.
- Completed FY 95 and 96 Gap analyses.
- Key catalyst for corporate alignment of business process improvements and focus on customer service.
- Customer satisfaction ratings have increased.
- Plan to continue annual assessment. Target: Complete 3Q/98.



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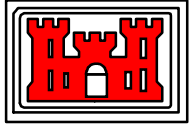
REVOLUTIONIZE EFFECTIVENESS *INITIATIVE: PARTNERING*

DESCRIPTION:

- Use formal partnering to improve relationships among customers, contract managers and construction contractors.
- Expanded to informal partnering with customers/agencies to facilitate understanding of roles and enhance communication.
- Intent is to facilitate getting the job done with improved service to our customer.

ASSESSMENT:

- Formal: Reduction in claims and modifications resulting in savings to our customers and increased job satisfaction.
- Informal: Facilitates effectiveness; builds team.
- Plans to accomplish partnering with key military customers in FY98. Lessons learned: Ensure follow-up and continuous relationship maintenance.



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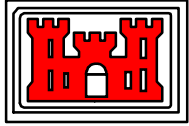
REVOLUTIONIZE EFFECTIVENESS *INITIATIVE: REORGANIZING TO IMPROVE SERVICE*

DESCRIPTION AND INTENT:

- Looking at functional realignments at Branch level.
- Intent is to lower TLM and subsequent cost to our customers.
- Improve supervisory ratio and manage high grades.
- Horizontally integrate the organization; focus on production process.
- Facilitate execution and efficiency.

ASSESSMENT:

- EN proposal to Commander: November 97.
- Plan to vigorously pursue. Target: Implementation in FY98.



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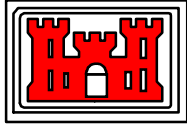
SEEK GROWTH OPPORTUNITIES *INITIATIVE: INNOVATIVE CONTRACT TOOLS*

DESCRIPTION AND INTENT:

- Expand the availability and use of preplaced streamlined contracting tools.
- Focus primarily on execution of small to medium projects.
- Intent is to better meet today's and projected future customer needs.

ASSESSMENT:

- Use of contracting tools, such as JOC, BOA, and more effective use of small purchase procedures are popular with customers.
- Design costs reduced; cycle time significantly reduced.
- Significant portion of small to medium range projects executed via small projects team using streamlined contracting tools.
- Plan to continue to vigorously pursue. Award multiple award contract in 2nd Quarter FY98.



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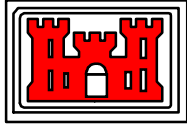
SEEK GROWTH OPPORTUNITIES ***INITIATIVE: MARKETING***

DESCRIPTION AND INTENT:

- Workforce education about marketing and selling.
- Outreach process for maintaining customers and attracting new customers. Focus on relationship model.
- Coordination with NWD and USACE to ensure One Door.
- Intent is to increase value-added public service to customers.

ASSESSMENT:

- FY 97-98 workforce briefings on marketing by senior leaders.
- Ad hoc committee of program managers and others.
- DE/Senior Leader visits to key military and civil customers.
- USACE and Division teams - sharing of information.
- Some results: EPA, City of Seattle, DLA, GSA.
- Plan to pursue vigorously; measure through PR&A.



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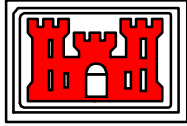
SEEK GROWTH OPPORTUNITIES ***INITIATIVE: PM FORWARD***

DESCRIPTION AND INTENT:

- Colocate lead PM within DPW, a key Army customer.
- Intent is to foster better responsiveness and communication with our customer.
- Promote better understanding of Installation processes and challenges.
- Better focus District on serving the needs of the Army customer.

ASSESSMENT:

- Additional customer interest to move more PMs and the small projects team to DPW.
- Considering colocation of Resident Office with DPW.
- Plan to continue to pursue. Target: FY99 (due to pending DPW move).



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INVEST IN PEOPLE

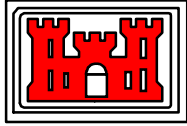
INITIATIVE: GUIDE TO THE FUTURE

DESCRIPTION AND INTENT:

- Talking paper designed to align District toward a common goal to create a new future and release possibilities in each of us.
- Integrates Chief's strategic vision, mission, values, goals and business plan to serve as a catalyst for action.
- Intent is to involve everyone in making a contribution.
- Control our destiny in providing value-added public service.
- Achieve cultural change necessary for our future success.

ASSESSMENT:

- Phase 1 Deployment (sharing info) completed October 1997.
- Planning Phase 2 (words to action); deploy FY98.
- Workforce feedback received to date: largely positive.
- Plan to continue to pursue vigorously.



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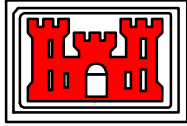
INITIATIVE: MANAGEMENT INTERN PROGRAM

DESCRIPTION AND INTENT:

- Leadership development program started in NWS in 1987.
- Involves facilitated classes, readings, independent study, mentoring, OJT, projects and field trips.
- Intent is to grow leaders at all levels.
- Advance philosophy of continuous learning and improvement.
- Advance corporate Corps perspective.

ASSESSMENT:

- In 11th year (10th year involved senior leadership).
- Statistics: 101/119 still with the Corps; positive Gallup results.
- Working with LEAD team to develop model leadership program.
- Pursue vigorously; share with others. Model program: FY98.



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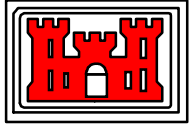
INITIATIVE: AWARDS PROGRAM

DESCRIPTION AND INTENT:

- Revise awards program to recognize employees and teams based on significant actions that further District goals.
- Link awards to values/culture change critical to success.
- Emphasis on peer recognition and crossfunctional teams.
- Intent is to achieve corporate consistency.
- Enhance workplace environment and increase productivity.

ASSESSMENT:

- Draft operating principles developed by senior leader group.
- Establishes 1% labor budget; about 25% crossfunctional.
- Encourages immediate award: BRAVO and OTS; detaches monetary awards from annual appraisals.
- Plan to vigorously pursue. Target: Finalize and implement FY98.



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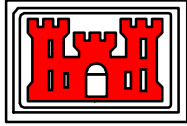
INVEST IN PEOPLE ***INITIATIVE: COUNCIL FOR CULTURAL*** ***CHANGE***

DESCRIPTION AND INTENT:

- Elected Council of 6 District employees; one union representative; and one senior manager.
- Advises District Executive Team on policies and actions affecting workforce and all aspects of diversity.
- Acts as sounding board for employees on workplace issues and concerns.
- Intent is to enhance workplace environment leading to increased productivity and job satisfaction.

ASSESSMENT:

- Council established in October 1997; members serve 2 years.
- Initiatives are being developed for execution in FY98.
- Plan to evaluate success over the next two years.



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INVEST IN PEOPLE

INITIATIVE: 360 PERFORMANCE REVIEW

DESCRIPTION AND INTENT:

- Use of 360 degree input for performance feedback.
- Receive feedback on strengths, weaknesses, and areas for improvement.
- Intent is to enhance performance and workplace satisfaction.

ASSESSMENT:

- Some participated in ACOE Leadership Team/Gallup training.
- '96 MI project established process; voluntary implementation.
- FY98 focus on how to best use and evaluate the data received.
- Plan to continue to pursue. Target: DET in FY98.